



January 29, 2022

Dear Ratepayer,

As we enter 2022, the Downtown Tacoma Partnership is proud of everything we have accomplished over the last two years. Despite the pandemic's best efforts, we have continued to work with our partners to keep Downtown Tacoma safe, clean and welcoming.

The perseverance of the DTP and all downtown stakeholders is showing up in new investors and investment around Downtown. We are seeing new businesses like Sunny's and Camp Colvos open while others like The Studio are expanding. There are more cranes in the sky than in the last 10 years and investments are being made to existing buildings like the Washington Building and the Tacoma Financial Center.

With the handful of events that have happened over the last couple of months, there is clear pent-up demand for shopping, dining, & entertainment. People are looking for opportunities to come together, something Downtown Tacoma has consistently provided the community for over a century.

To best position us for the year ahead, the Downtown Tacoma Partnership presents the 2021-2022 work plan and budget for your review. The enclosed budget and accompanying work plan will continue to provide the high level of "clean, safe, and welcoming" services throughout the district that ratepayers are accustomed to while positioning us for the future.

After holding rates with no change last year, the DTP is increasing each rate class by \$0.01 per square foot. This is to cover the substantial increase in costs of labor as well as the need to purchase a new street sweeper. As a non-profit organization, all the revenue received goes to pay for the services being provided throughout downtown. Any surplus is used to offset future year costs.

**A Ratepayer Public Hearing will be held February 24th, 2022 at 3:30 p.m.** on the proposed work plan and budget prior to the Board taking a vote. The Public Hearing will be held via Zoom [Meeting ID: 838 8349 0181; Password: 144079]. If you plan to attend the hearing please RSVP to David Schroedel, [davids@tacomachamber.org](mailto:davids@tacomachamber.org), or send him comments in writing to be shared at the meeting.

**Rate Summary:** Despite cutting several expenses, increased labor costs are driving a rate increase after keeping rates unchanged last year. High intensity and low intensity use rates

will be \$0.13/sf and \$0.07/sf per year respectively. The land area rate will be \$0.06/sf of parcel area. The intensity rates are applied based on the type of use multiplied by the area of that use. The intensity assessment is then added to the land rate assessment.

**Revenue Summary:** Total revenues are anticipated to be \$873,830 from high intensity use assessments, \$483,315 from low intensity use assessments, and \$263,977 from land area assessments.

**Reserve Account:** We expect to withdraw approximately \$45,778 from reserves to cover expenses beyond the revenue. Current reserves are sufficient to cover approximately 5 months of expenses. This is lower than the historical Board target of 6 months.

**Safety:** Currently, the Downtown Tacoma Partnership Safety Team is available 24/7, though on Sunday through Thursday, 10P to 6A it is an on call service. While we hope to resume active patrols 24/7 it is unclear when we will be able to resume full staffing levels. In addition, DTP has budgeted for Police Department emphasis patrols. Expenses are \$712,700 or 45% of the budget.

**Cleaning:** Once per week street/sidewalk sweeping and daily incident response. Biannual sidewalk washing and next day graffiti removal continue as well. A new sweeper will be purchased in 2022 and is expected to last about 3 years. Expenses are \$533,200 or 30% of the budget.

**Community Relations:** Program with expenses total \$208,000 or 14% of the budget. Many expenses have been postponed to reduce the need for additional revenue including, winter décor, street banners, and the end of the free Tacoma LINK.

For comments on the budget or work plan or to RSVP for the Ratepayer Public Hearing on February 24<sup>th</sup> please contact DTP staff:

**Operations:**

David Schroedel, Executive Director  
950 Pacific Ave, Ste 300  
Tacoma, WA 98402

Email: [davids@tacomachamber.org](mailto:davids@tacomachamber.org)

**Billing:**

Debbie Bingham, City Designated Official  
747 Market St, Rm 900  
Tacoma, WA 98402

Email: [dbingham@ci.tacoma.wa.us](mailto:dbingham@ci.tacoma.wa.us)

If you own or manage multiple properties within the DTP, you may not receive multiple notices of the public hearing, budget and work plan. Rather you may need to provide this information to your clients separately. If you would like additional copies of any of the materials contained in this package, please contact David Schroedel as noted above.

**Downtown Tacoma Partnership  
Budget & Work Plan Approximate Process Calendar  
December, 2021 – May, 2022**

<u>DATE</u>	<u>ACTIVITY</u>
<del>December 9, 2021</del>	<del>Downtown Tacoma Partnership mid-year actuals are received and 2022 Budget Discussion.</del>
<del>January 27, 2022</del>	<del>Board reviews draft budget for ratepayers</del>
February 2, 2022	DTP mails notice of ratepayer hearing and copy of proposed rate, budget and work plan to all ratepayers
February 24, 2022	DTP holds ratepayer hearing to review proposed budget and work plan; subsequently, Board approves or amends package
March 1, 2022	DTP presents approved rate, budget and work plan to City for distribution to City Council
March 29, 2022 @ 5:30	City Council Resolutions on business improvement area rates, budget and work plan (TENTATIVE)
April 30, 2022	City mails assessments to property owners
April 30, 2022	City mails notice of assessment to title companies
May 1, 2022	DTP begins operating under new budget

The mission of the Downtown Tacoma Partnership is to provide common services for property owners and to be an advocate for the general economic well being of downtown properties.

950 Pacific Avenue, Suite 300; 98402 • [www.downtowntacomapartnership.com](http://www.downtowntacomapartnership.com) • Phone: 253-627-2175



**DOWNTOWN TACOMA PARTNERSHIP  
BUSINESS IMPROVEMENT AREA RATEPAYER HEARING & ANNUAL MEETING**

February 24, 2022  
3:30-4:00 p.m. (times approximate)  
ZOOM Meeting ID: 838 8349 0181  
Password: 144079

**Tentative Agenda (subject to change)**

- 3:30 Call to Order & Self-Introductions**  
*Rane Shaub, President*
- 3:33 Overview of BIA 2022-2023 Rate, Budget & Work Plan**  
*Rane Shaub & Staff*
- 3:40 Questions/Comments from Ratepayers**  
*Facilitated by Rane Shaub*
- 3:50 Final Approval of Budget, Rate & Work Plan** **Action Requested**
- 3:55 BIA Board of Directors Nominations**
- Motion to accept slate of Board Directors **Action Requested**  
**Slate of Board Directors (3yr terms)**
- Haley Hollander, Downtown Tacoma Courtyard by Marriott
  - Jessica Johnston, Courthouse Square
  - Trina Jones, Trina Jones Photography
  - Rane Shaub, Shaub Ellison LLC
  - Shannon Tiegs, Tiegs Property Services LLC
- Motion to accept slate of Board Officers **Action Requested**  
**Slate of Officers (1yr terms)**
- Rane Shaub, Shaub-Ellison, President
  - Tom Pierson, Tacoma-Pierce County Chamber, Vice-President-Treasurer
  - Ben Mauk, University of Washington Tacoma, Secretary
- 4PM Concluding Remarks & Adjourn**

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**DOWNTOWN TACOMA PARTNERSHIP  
BUSINESS IMPROVEMENT AREA WORK PLAN  
2022-2023**

The Downtown Tacoma property owners and City of Tacoma formed a business improvement area [BIA] under RCW 35.87A on April 5, 1988 under Substitute Ordinance 24058, reestablished on March 10, 1998 under Ordinance 26205, reestablished again on February 19, 2008 under Ordinance 27696, and most recently reestablished again on March 27, 2018 under Ordinance 28496. The following is the thirty-fifth year work plan for the business improvement area, operating under the Downtown Tacoma Partnership name [DTP], effective from May 1, 2022 to April 30, 2023. It includes the administration of the program, appeals process, board and committees, and plans for maintenance, security and marketing.

**PLAN OF ACTION**

**I. CITY OF TACOMA**

The City of Tacoma will collect funds and deposit those funds in an interest bearing account that will be reflected in a separate ledger. The City will contract with the Local Development Council [LDC] (dba Downtown Tacoma Partnership [DTP]) for management services, which contract is hereafter called the BIA Agreement. No provision of this work plan shall relieve the DTP from carrying out the annual program in accordance with the terms and conditions of the BIA Agreement.

**II. DOWNTOWN TACOMA PARTNERSHIP**

- A. The Downtown Tacoma Partnership membership consists of representatives designated by the owners of record of properties subject to paying assessments into the district. This group elects a Board of Directors to review BIA programming and determine if the funds are being spent in a proper manner, and each year this representative body prepares a new budget and work program for the following year based on identified needs, recognition of problem areas and experience from the previous year. The plan calls for an administrative team from the DTP to manage services, see that there is adequate insurance coverage, oversee all functions and report directly to the Board. The DTP will make an annual report available to all ratepayers and will be ready to respond to issues or emergencies.
- B. The DTP will rent or purchase all equipment and materials needed to manage the district in accordance with City Ordinance 28496 and Chapter R.C.W. 35.87A. It will provide all personnel or subcontract all services and personnel necessary for its operation.
- C. The City will enter into an agreement with the DTP for the management of the BIA.
- D. All equipment purchased with funds generated from the BIA will be returned to the City should the district be discontinued.
- E. Appeals
  1. The DTP will provide appeal forms and information to ratepayers relative to the process for correction or appeal of assessments pursuant to City Ordinance 28496. When requested by the City, DTP staff will provide administrative assistance in determining factual issues pertaining to application of the assessment to a

- particular property such as square footage, rates and building use.
2. The DTP will inspect properties and turn in reports as requested.

### III. MANAGEMENT

The DTP will administer the basic program with contract staff or firms as needed to implement the program, with an approved budget as established by Tacoma City Ordinance 28496.

### IV. ADVISORY COMMITTEES

A. Advisory committees will be made up of ratepayers and other interested parties that will advise the DTP Board in its management of the district, though will have no formal membership nor decision making authority independent of the DTP Board.

#### B. Safe & Clean Advisory Committee

1. The committee will review all aspects of the DTP safe & clean program.
2. It will meet as needed and be ready to respond to issues or requests.
3. The committee may include the following or their designee:
  - a. One board representative, acting as Chair
  - b. Tacoma Police Department Chief or designee
  - c. Contractor supervisor, if applicable
  - d. City of Tacoma representative
  - e. One or more other ratepayers/stakeholders
  - f. Representatives from other agencies

#### D. Marketing Advisory Committee

1. The committee will communicate with public agencies, ratepayers, business owners, residents, visitors, etc. on behalf of the DTP.
2. The committee oversees DTP beautification and marketing initiatives.
3. It will meet as needed and be ready to respond to issues or requests.
4. The committee may include the following or their designee:
  - a. One board representative, acting as Chair
  - b. City of Tacoma representative
  - c. One or more other ratepayers
  - d. Other stakeholders within the Downtown Tacoma Partnership footprint

### V. SAFETY PLAN

#### A. Downtown Police

1. Police officers may patrol a larger area than the BIA even if partially funded with BIA assessments. These funds may be used for labor as well as maintenance, supplies and equipment for bicycles used by police officers in the BIA footprint.
2. The DTP may fund selected operations when the Tacoma Police Department and the DTP mutually arrange such operations.

#### B. Private Security

1. Service Standard: To provide a community service representative (CSR) patrol, also known as DTP Safety Patrol through every block of the DTP at least once per day. Phone-directed patrols will be available on-call every day of the week. Services will be coordinated with police and other public safety agencies to provide maximum flexibility and highest level of service in response to DTP

needs.

2. Downtown Safety Patrol or CSR (Community Service Representatives)
  - a. DTP Safety Patrols will wear readily identifiable uniforms and will be trained as public relations representatives for the downtown area, assisting people with directions, and providing related services. Safety personnel will not carry weapons, but will be equipped with a cellular telephone for communication with customers, team members, and the Tacoma Police Department.
  - b. Current support is available 24/7, though as an on-call service Sunday through Thursday from 10P-6A. The DTP strives to increase staffing to the tentatively proposed coverage for the 2022-2023 year below, but may be adjusted as conditions and available team members demand:
    - 24 hours a day, 7 days a week, 2 Officers
  - c. DTP Safety Patrols on bicycles allow for more frequent and effective coverage of the area and will be used when feasible.
  - d. The hours may be adjusted to meet current district needs, including holidays.
  - e. The DTP will approve programming for training of the CSRs.
  - f. Any safety personnel objected to by the City, the Tacoma Police Department, or the DTP Board will be removed from the program.

## VI. CLEANING PLAN

- A. Service Standard: To clean sidewalks and other common areas throughout the BIA at least once per week. Higher traffic areas may be cleaned more frequently as conditions warrant.
- B. Proposed staffing levels for sidewalk cleaning call for a supervisor and four full-time employees but may be adjusted as conditions demand.
- C. The City has agreed to provide (at no cost to the DTP) the finished space located at the foot of the Broadway hill climb (12th & Commerce) for use by the DTP Cleaning & Maintenance Program. In exchange for this space, DTP staff will continue to do routine cleaning of the public rest rooms at 12th & Commerce as agreed with the Public Works Department.
- D. The DTP team will attempt to inform ratepayers or their representatives of any graffiti noticed on their property. Educational information on removal procedures and organizations that will assist with graffiti removal will be available. In the event that the business or property owner has been informed and does nothing or is unable to do anything about the graffiti, crews will offer to remove it as time and resources permit. Crews will not clean any graffiti that cannot be reached while standing in the public right-of-way.
- E. The clean-up crew will respond as possible to calls from city officials, ratepayers, the general public, or DTP Safety for clean-up matters needing immediate attention.
- F. The crew will work to pressure wash sidewalks throughout the downtown as possible with a goal of reaching every sidewalk once every two years.
- G. When snow is on the ground, the maintenance crew will first focus on removing snow from storm drains and other areas to minimize flooding and puddles for pedestrians entering crosswalks. After that, the crew will remove snow from sidewalks to the best of their ability. The crew will not be able to clean snow off all sidewalks in the

downtown area. The crew will not clean snow from any downtown streets. Snow removal cannot be guaranteed and will be on a time available basis.

**VII. MARKETING PLAN**

- A. Service Standard: To maintain regular, effective communication with district ratepayers and to support the ratepayers' goal of preserving and enhancing their property values by highlighting Downtown Tacoma as a desirable area in which to work, shop, live, and visit.
- B. Funds for general marketing of the area may be expended on providing and disseminating information to ratepayers and for more general audiences, through brochures, print or electronic advertising, special events, and websites in order to promote Downtown Tacoma.
- C. Vertical street banners are incrementally purchased and installed on several arterials within the service area, often in partnership with other downtown stakeholders.
- D. The committee will collaborate to identify opportunities to use its resources judiciously to increase efficiencies and leverage existing opportunities among the various organizations promoting downtown in a manner benefitting all ratepayers.
- E. The Board will regularly survey ratepayers and users about existing and potential DTP services.
- F. The DTP will coordinate with the City and other downtown agencies to help install and/or maintain common area improvements.
- G. The DTP will continue to partner with the City as funds are available to promote and support retailers in Downtown Tacoma and attract new retail businesses to the area with the Retail Advocate position.



2022-2023 Downtown Tacoma Partnership BIA Budget  
Draft 1/27/2022

Assessments	Budget		Budget		Absolute Chan % Change	
	2021-2022	2022-2023	2022-2023			
High Intensity Use Rate	\$0.120	\$0.130	\$0.010		8%	
Low Intensity Use Rate	\$0.060	\$0.070	\$0.010		17%	
Land Rate	\$0.050	\$0.060	\$0.010		20%	
						% of total
High Rate Revenue	\$ 780,466	\$ 873,830	\$ 93,364	12%	55%	
Low Rate Revenue	\$ 444,881	\$ 483,315	\$ 38,434	9%	30%	
Land Rate Revenue	\$ 207,284	\$ 263,977	\$ 56,693	27%	16%	
<b>Total Assessment Revenue</b>	<b>\$ 1,432,631</b>	<b>\$ 1,621,122</b>	<b>\$ 188,491</b>	<b>13%</b>	<b>100%</b>	
Est. Reserves	\$ 562,411	\$ 700,000		5 Months		
<b>Expenses</b>						% of total
<b>Administration</b>						
Mgmt, Ins, Rent, Legal, etc	\$ 188,000	\$ 213,000	\$ 25,000	13%		
<b>Total Administration</b>	<b>\$ 188,000</b>	<b>\$ 213,000</b>	<b>\$ 25,000</b>	<b>13%</b>	<b>11%</b>	
<b>Clean Team Operations</b>						
Clean Team Personnel	\$ 353,280	\$ 367,200	\$ 13,920	4%		
Equipment	\$ 28,000	\$ 132,000	\$ 104,000	371%		
Consumables	\$ 32,000	\$ 34,000	\$ 2,000	6%		
<b>Total Maintenance</b>	<b>\$ 413,280</b>	<b>\$ 533,200</b>	<b>\$ 119,920</b>	<b>29%</b>	<b>30%</b>	
<b>Safety Operations</b>						
Safety Team Personnel	\$ 474,000	\$ 594,000	\$ 120,000	25%		
TPD Support	\$ 105,600	\$ 105,600	\$ -	0%		
Miscellaneous	\$ 4,000	\$ 4,000	\$ -	0%		
Security Office	\$ 9,000	\$ 9,100	\$ 100	1%		
<b>Total Security</b>	<b>\$ 592,600</b>	<b>\$ 712,700</b>	<b>\$ 120,100</b>	<b>20%</b>	<b>45%</b>	
<b>Marketing/Community Relations</b>						
Outreach, Communication	\$ 53,000	\$ 75,000	\$ 22,000	42%		
Marketing Services	\$ 73,800	\$ 110,000	\$ 36,200	49%		
Banner Program	\$ 15,000	\$ -	\$ (15,000)	-100%		
Common Area Imp	\$ 128,000	\$ 23,000	\$ (105,000)	-82%		
Tacoma Link Payments	\$ 29,100	\$ -	\$ (29,100)	-100%		
<b>Total Marketing/Community Relations</b>	<b>\$ 298,900</b>	<b>\$ 208,000</b>	<b>\$ (90,900)</b>	<b>-30%</b>	<b>14%</b>	
<b>Total Expenses</b>	<b>\$ 1,492,780</b>	<b>\$ 1,666,900</b>	<b>\$ 174,120</b>	<b>12%</b>	<b>100%</b>	
<b>Profit/Loss (change in reserves)</b>	<b>\$ (60,149)</b>	<b>\$ (45,778)</b>				

- 1 New Street Sweeper
- 2 New Security Contract
- 3 Winter Décor & Banners on Hold